

EUREKA

Summary Report

April 2019



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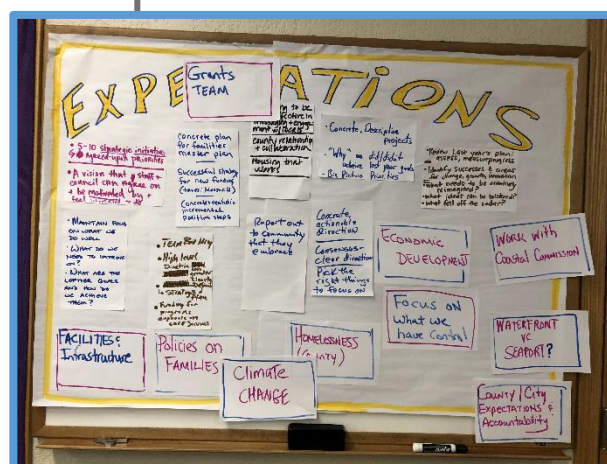
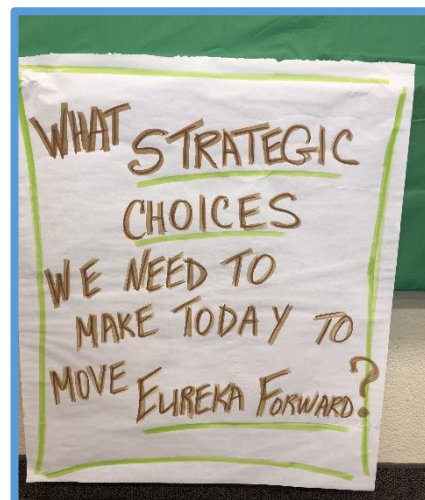
Priorities for 2019

CURRENT PLAN REVIEW

Expectations

What strategic choices we need to make today to move Eureka forward.

- Grants Team
- 5-10 strategic initiatives with agreed upon priorities
- A vision that staff and council can agree on and be motivated by and feel supported to do
- Concrete plan for facilities master plan
- Successful strategy for new funding (taxes: Measure Q)
- Concrete and realistic incremental positive steps
- Maintain focus on what we do well
- What do we need to improve on?
- What are the loftier goals and how do we achieve them?
- Team building
- High level direction
- Clearly designed strategic plan
- Funding for programs and emphasis on core services
- Facilities and infrastructure
- Policies on families
- Climate change
- Homelessness (County)
- Focus on what we have control
- Economic development
- Report out to community that they embrace
- Concrete actionable direction
- Consensus-clear direction
- Pick the right things to focus on
- County relationship and collaboration
- Housing that works
- Concrete, descriptive projects
- "Why" we did/didn't achieve last year goals
- Big picture priorities
- Review last year's plan: assess, measure progress
- Identify successes and areas for change, growth, innovation
- What needs to be creatively reimaged?
- What ideas can be bolstered?
- What fell off the radar?
- Work with Coastal Commission
- Waterfront vs Seaport?



Mission & Vision

MISSION: To be financially responsible and to provide effective municipal services in a personal, responsive manner and in partnership with community.		
VISION: Eureka is a beautiful, dynamic, Seaport City.		
LONG TERM VISION 10+		
<ul style="list-style-type: none"> Eureka residents enjoy a livable, sustainable community and abundant choices for leisure time Eureka has an alive waterfront, old town and downtown, and thriving regional economy 		
PRACTICAL VISION 3-5		
Financially stable, effectively run city with an engaged public		
Strong, collaborative relationships with partner organizations and community		
Unique and abundant attractions/tourism choices for the community and visitors to enjoy		
Community that attracts and retains diverse, skilled workers thru business investment		
Adequate supply of market rate and affordable housing		
Vibrant, safe and flourishing community where people want to live and visit		
Aesthetically captivating and artistic community with beautiful neighborhoods		
ACTIONS (SMART) 1-2		
Optimizing City Operations	Enhancing Economic Vitality	Empowering and engaging for healthy community
<ul style="list-style-type: none"> Fiscal resiliency Develop facilities master plan Enhance employee ben program 	<ul style="list-style-type: none"> Support arts culture industry Stimulate development thru plans and regulations Adopt and implement beautification plan 	<ul style="list-style-type: none"> Update homeless master plan Enhance enrich healthy community Complete bay-to-zoo environment document Increase environmental sustainability



Optimizing City Operations

ACCOMPLISHMENTS

- Communications/radio upgrade
- Dispatch trainee position.
- Streamline administrative processes within administrative functions of the city
- Organizational position modification
- CSET/CPTED
- Zoning code and municipal code-update
- Funding acquisition
- Dredging Volunteer program.
- Recruitment and retention working towards being fully staffed
- HBF JPA Agreement Update
- Preschool
- I.T. and CAD/RMS

SETBACKS

- EPD understaffed officer and dispatch
- County relations (DHHS)
- Pension liability in relation to current/future staff wages/benefits.
- Lack funding (CPTED)
- Ongoing homeless challenges
- Dredging (funding)
- Citywide diversity plan

WHAT NEEDS TO CONTINUE:

All accomplishments safety committee

Build relations with Wiyot Tribe

Community engagement/volunteer programs

To be rigorous in our vision for future public relations

WHAT TO CHANGE / IMPROVE:

Citywide diversity plan

County relations

Admin process (Finance, HR and Admin)

Recruitment/retention

Emergency response plan

Council agenda sequence

Funding /CPTED

WHAT TO STOP DOING:

WHAT TO ADD:

ZWAP: Zero Waste Action Plan

Funding strategies

Optimize city operations (sales tax measure.)

Facilities/infrastructure master plan

Internship program

Warming center/triage winter services (Houseless)

Recognition Wiyot language/territory city hall

Empowering and Engaging for Healthy Community

ACCOMPLISHMENTS

- Zoo outreach
- Visitor Center
- Empower Eureka
- Street Art Fest/Friday Night Market
- General Plan
- ECO Eureka
- Uplift Eureka
- CAPE media
- Media relations
- Live at lunch
- Social media outreach/ Live at lunch

SETBACKS

- Measure I
- Youth Council
- Missed ideas
- Time to recruit kids

WHAT NEEDS TO CONTINUE:

All accomplishments
Transportation funding education

WHAT TO CHANGE / IMPROVE:

Youth council -better timing
Coordination of city media sites
Expand uplift
T-shirts and public awareness
Expand CAPE media

WHAT TO ADD/CONTINUE:

Muni restoration
Boarding house/hostel
Council presentations by non-city organizations

WHAT TO ADD + COOPS:

Non-Profit collaboration and Comm Group
Community education and engagement
Outreach to families at risk
Youth teen engagement and children
Bring back teen program
Gulch program

Enhancing Economic Vitality

ACCOMPLISHMENTS

- Business incubator
- Henderson Center Ped improvement funding
- General plan adopted
- Zoning code
- Vet Village
- Cannabis jobs
- Business of Month program
- In-and-Out

SETBACKS

- Flat/declining sales tax
- Workforce readiness
- Lack of access to Humboldt County

WHAT NEEDS TO CONTINUE:

Fiber optic connections
 Bay-to Zoo trail
 Parking management plan
 Support wind project
 Econ Dev strategic plan

WHAT TO CHANGE / IMPROVE:

Caltrans
 Wayfinding
 Beatification master plan
 Cruise ship plan - coordination with Harbor District and Visitor's Center
 Pursue/acquire funding--
 -- create strategic partnerships to pursue economic development goals

WHAT TO STOP DOING:

Tourist Train study
 Muni Broadband (*pursue once fiber optic connection is improved*)

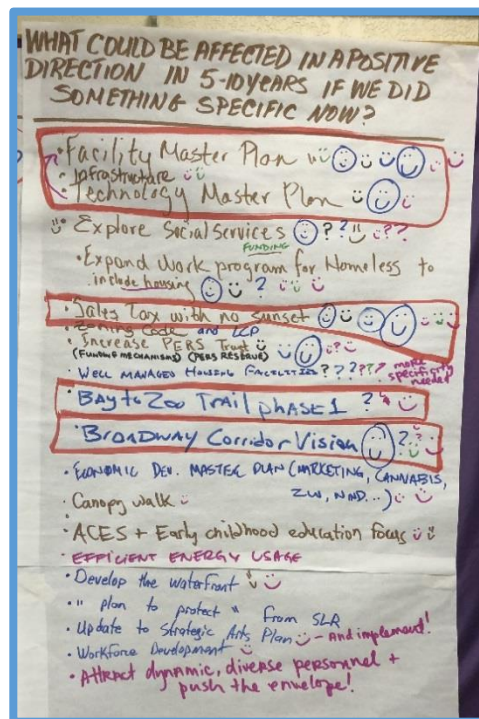
WHAT TO ADD +:

Uplift program
 Canopy work
 Housing element and strategic plan (including owner-occupied affordable housing)
 New marketing strategy
 Branding and image management
 City vacant property development plan
 #1 LCP and SLR strategy
 Modernize muni code (EMC)
 Update strategic arts plan (including live/work)
 Promote opportunity zone
 Support expansion of health care industry
 Support expansion and growth of home occupation businesses
 Support creation of jobs and businesses link to streamline permitting

STRATEGIC JUNCTURE ANALYSIS

What could be affected in a positive direction in 5-10 years if we did something specific now?

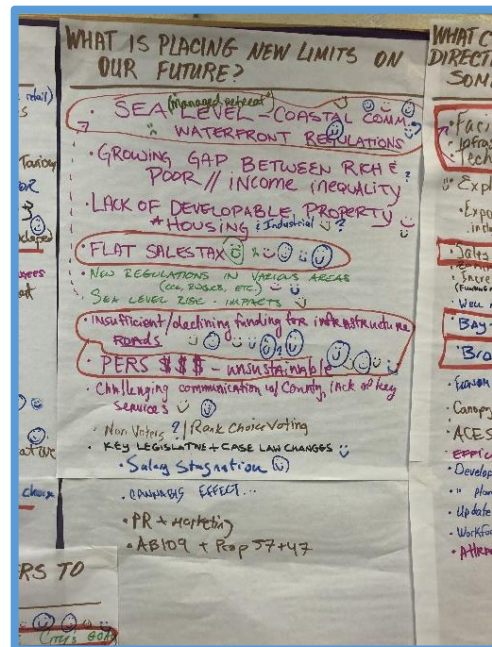
- Facility master plan
- Infrastructure
- Technology master plan
- Explore social services
- Expand work program for homeless to include housing
- **Sales tax with no sunset**
- Zoning code and LCP
- Increase PERS trust fund/reserve
- Well managed housing facilities- More specificity needed
- **Bay to Zoo trail phase 1**
- **Broadway corridor vision**
- Economic Dev master plan (marketing, cannabis, ZW, WIND...)
- Canopy walk
- ACES and early childhood education focus
- Efficient energy usage
- Develop the waterfront
- "Plan to Protect" from Sea Level Rise
- Update to Strategic Arts Plan-and implementation
- Workforce development
- Attract dynamic, diverse personnel and push the envelope!



STRATEGIC JUNCTURE ANALYSIS

What is placing new limits on our future?

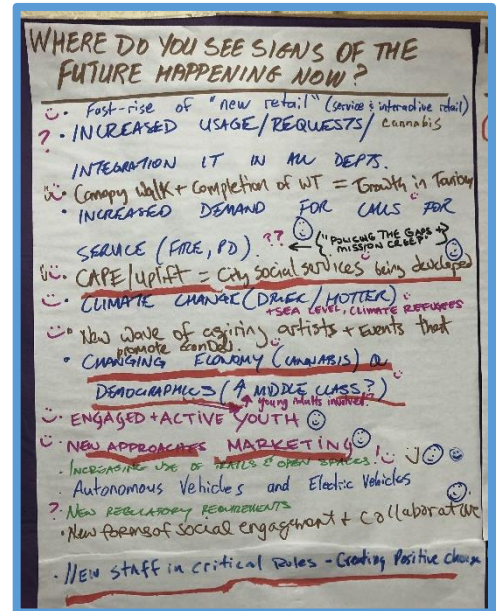
- **Sea level-coastal comm. Waterfront regulations.** ("managed retreat")
- Growing gap between rich and poor/income inequality
- Lack of developable property – housing and industrial
- **Flat sales tax**
- New regulations in various areas (CCC, RWGCB, etc.)
- Sea level rise impacts
- **Insufficient/declining funding for infrastructure roads**
- **PERS \$\$\$-unsustainable**
- Challenging communications with county, lack of key services
- Non voters? Rank choice voting
- Key legislative and case law changes
- Salary stagnation
- Cannabis effect
- PR and marketing
- AB109/Prop 57&47



STRATEGIC JUNCTURE ANALYSIS

Where do you see signs of the future happening now?

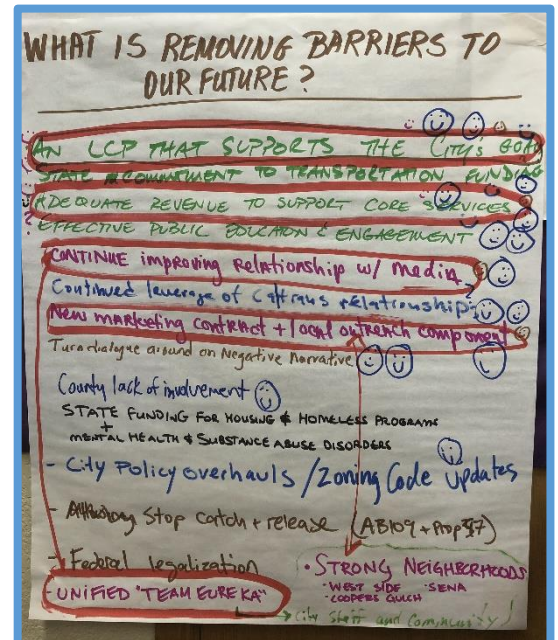
- Fast-rise of "new retail" (service and interactive retail)
- Increased usage/requests/cannabis
- Integration IT in AW Depts
- Canopy walk and completion of WT=growth in tourism
- Increased demand for calls for service (HBF,EPD)
- **Cape uplift=city social services being developed**
- Climate change (drier/hotter) and sea level, climate refugees
- New wave of aging artists and events that promote econ dev
- **Changing economy (cannabis) a demographics (middle class)**
- Engaged and active youth
- **New approaches marketing**
- Increasing use of trails and open spaces
- Autonomous vehicles and electric vehicles
- New regulatory requirements
- New forms of social engagement and collaboration
- **New staff in critical roles-creating positive change**



STRATEGIC JUNCTURE ANALYSIS

What is removing barriers to our future?

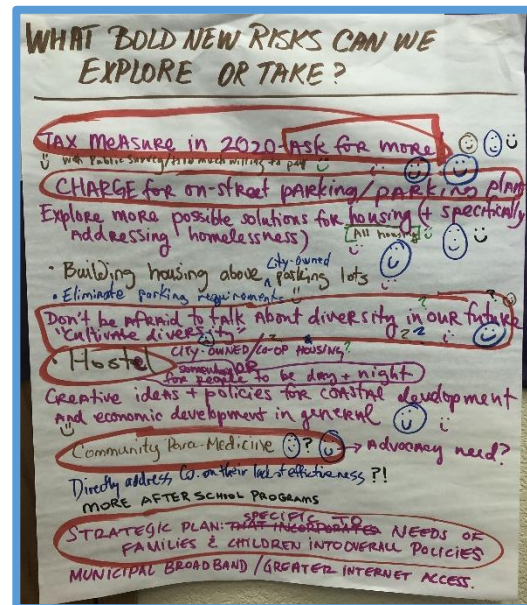
- An LCP that supports the city's goals
- State commitment to transportation funding?
- Adequate revenue to support core services
- Effective public education and engagement
- Continue improving relationships with media
- Continued leverage of CalTrans relationships
- New marketing contract and local outreach component
- Turn dialogue around on negative narrative
- County lack of involvement
- State funding for housing and homeless programs and mental health/substance abuse disorders
- City policy overhauls/zoning code updates
- Stop catch and release (AB109 and Prop 57)
- Federal legalization
- Unified "Team Eureka"—city staff and community
- Strong neighborhoods -West Side Coopers Gulch



STRATEGIC JUNCTURE ANALYSIS

What bold new risks can we explore or take?

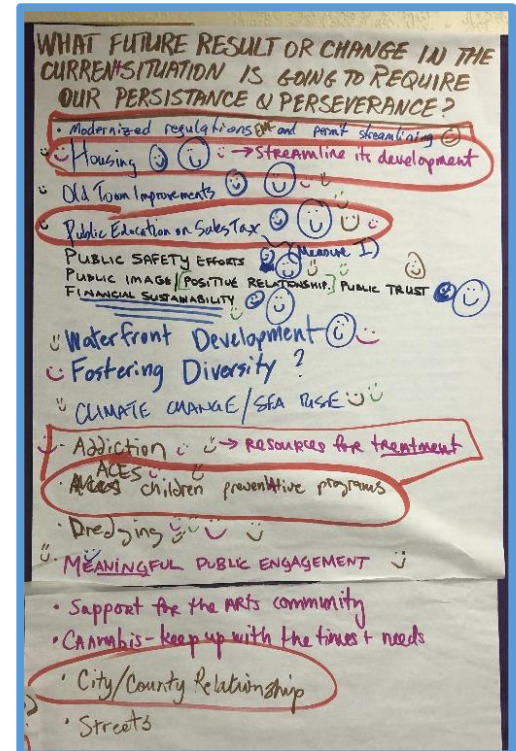
- **Tax measure in 2020—ask for more**
- With public survey/how much willing to pay?
- **Charge for on-street parking/parking plan**
- Explore more possible solutions for housing (+specifically addressing homelessness)—all housing
- Building housing above city owned parking lots
- Eliminate parking requirements
- **Don't be afraid to talk about diversity in our future "cultivate diversity"**
- **Hostel**
- **City owned/co-op housing or somewhere for people to be day and night**
- Create ideas and policies for coastal development and economic development in general
- **Community para-medicine---advocacy need?**
- More after school programs
- **Strategic plan: specific to needs of families and children into overall policies**
- Municipal broadband/greater internet access



STRATEGIC JUNCTURE ANALYSIS

What future result or change in the current situation is going to require our persistence and perseverance?

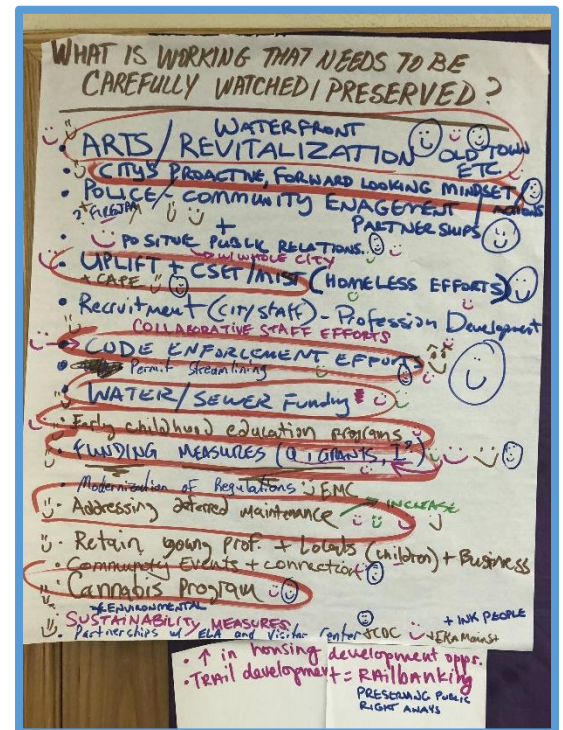
- Modernized regulations EMC and permit streamlining
- Housing---streamline its development
- Old town improvements
- Public education on sales tax---(measure I)
- Public safety efforts
- Public image/positive relationship. Public trust
- Financial sustainability
- Waterfront development
- Fostering diversity
- Climate change/SFA rise
- Addiction—resources for treatment
- ACES children preventative programs
- Dredging
- Meaningful public engagement
- Support for the arts community
- Cannabis-keep up with the times and need
- City/council relationship
- Streets



STRATEGIC JUNCTURE ANALYSIS

What is working that needs to be carefully watched/preserved?

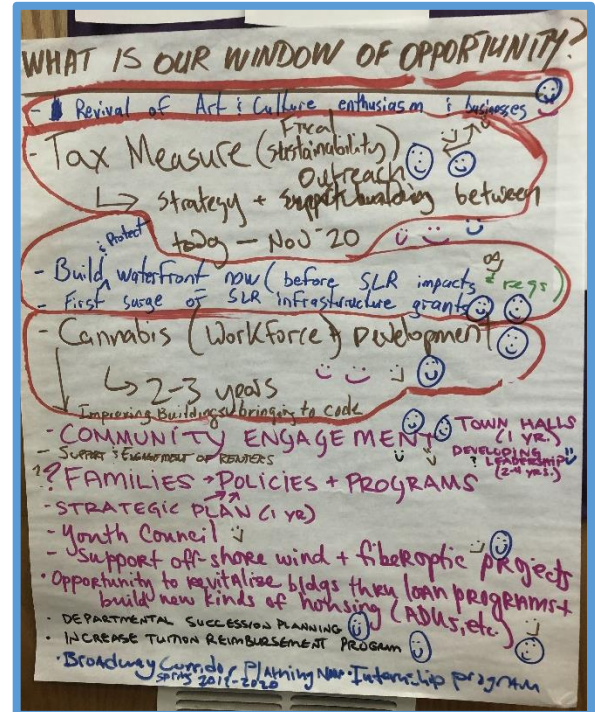
- Arts/waterfront revitalization old town etc.
- City's proactive, forward looking mindset/actions
- Police/community engagement/partnerships and positive public relations-whole city
- Uplift and CSET/MIST (homeless efforts)
- Recruitment (city staff)-professional development
- Collaborative staff efforts
- Code enforcement efforts
- Permit streamlining
- Water/sewer funding
- Early childhood education programs
- Funding measures (Q, grants, I)
- Modernization of regulations -EMC
- Addressing deferred maintenance-increase
- Retain young professionals and locals (children) and business
- Community events and connection
- Cannabis program
- Environmental sustainability measures
- Partnerships with ELA, Visitor's Center and Chamber of Commerce, Ink people and Eureka Main Street
- Increase in housing development opportunities
- Trail development=railbanking
- Preserving public right-a-ways



STRATEGIC JUNCTURE ANALYSIS

What is our window of opportunity?

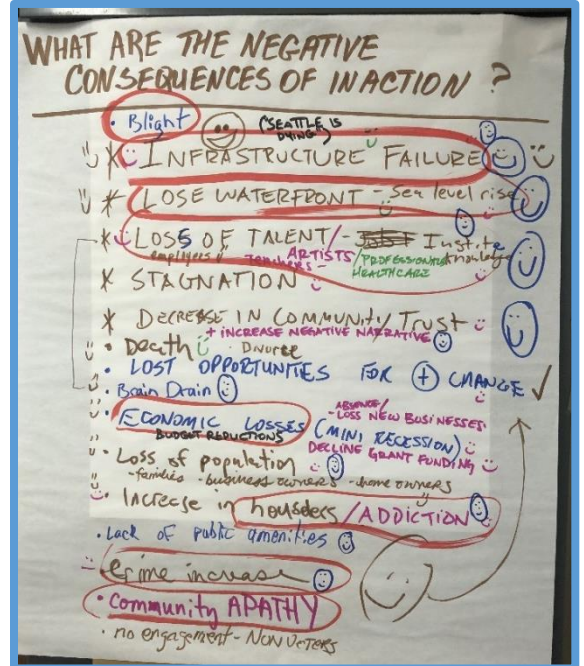
- Revival of art and culture enthusiasm and business
- Tax measure (fiscal sustainability) strategy +outreach between today-Nov 20
- Build and protect waterfront now (before SLR impacts and regs)
- First stage of SLR infrastructure grants
- Cannabis (workforce) development -2-3 years
- Improving buildings and bringing to code
- Community engagement: Town halls (1 yr.) developing leadership 2-4 years)
- Support and engagement of renters
- Families -policies + programs
- Strategic plan (1 yr.)
- Youth council
- Support off-shore wind and fiberoptic projects
- Opportunity to revitalize building thru loan program and build new kinds of housing (ADUS, etc.)
- Departmental succession planning
- Increase tuition reimbursement program
- Broadway corridor planning now
- Spring 2019-2020 Internship program



STRATEGIC JUNCTURE ANALYSIS

What are the negative consequences of inaction?

- Blight
- Infrastructure failure
- Lose waterfront-sea level rise
- Loss of talent / artists / professionals / healthcare / employees / teachers / institutional knowledge
- Stagnation
- Decrease in community trust + increase negative narrative
- Lost opportunities for + change
- Brain-drain
- Economic losses -budget reductions
- Absence/loss new businesses
- Mini recession
- Decline grant funding
- Loss of population-families-business owners-home owners
- Increase in **houseless/addiction**
- Lack of public amenities
- Crime increase
- Community apathy
- No engagement -non voters



2019 PRIORITIES

COMPLETE BAY-TO-ZOO ENVIRONMENTAL DOCUMENT	DEVELOP FACILITIES & IT MASTERPLAN	ENHANCE AND ENRICH HEALTHY COMMUNITY	SUPPORT ARTS AND CULTURE INDUSTRY	ADOPT AND IMPLEMENT BEAUTIFICATION PLAN	RE-DESIGN HOMELESS MASTER STRATEGY	ENHANCE FISCAL RESILIENCY	STIMULATE DEVELOPMENT THRU PLANS & REGULATION	INCREASE ENVIRONMENTAL SUSTAINABILITY	ENHANCE EMPLOYEE BENEFIT PROGRAM
<p>Bay-to-Zoo</p> <p>Finalize bay to zoo environmental document</p>	<p>Develop master plans (Facilities/IT)</p> <p>Complete facilities master plan</p> <p>Operational and institutional efficiency plan-I.T. upgrades-Digitizing process/filing</p> <p>Facilities master plan-Dev RFQ-Consultant go!</p> <p>Complete facilities master plan Facilities and infrastructure</p> <p>Work with Coastal Commission</p>	<p>Children and family strategic plan</p> <p>Diversity plan-partnership-study-implementation</p> <p>Town hall mtgs one per ward per year</p> <p>Non-profit/community group organization-develop a strategic plan</p> <p>Policies on families</p>	<p>Arts/culture plan-update-continued implementation-artist live/work-support arts/culture</p> <p>Update to strategic arts plan in cooperation with local working artists</p> <p>Adopt strategic arts plan 2.0 and implement 2019/2020 projects</p>	<p>Adopt a city beautification master plan</p> <p>Beautification projects (coordinated)</p> <p>Focus on what we have control</p>	<p>Strengthen CSET-MIST-UPLIFT program to include homeless diversion program (Alt. to prosecution)</p> <p>Empowerment center-secure funding</p> <p>Develop more fundraising events for social programs</p> <p>Renter supports</p> <p>Homeless day center/shelter space</p> <p>Lower-barrier place for homeless people to go, both day and night (partnership)</p> <p>Homelessness (County)</p>	<p>Sales tax measure on 2020 ballot</p> <p>Sales tax-survey-ballot measure Dec-Support Comm-Education</p> <p>PERS-pressure on state leg to reverse decisions on divestment policy</p> <p>Grants team City wide-develop strategy</p> <p>Community survey for tax measure strategy and campaign</p> <p>Ballot measure polling-complete</p> <p>Sales tax 2020-information campaign</p> <p>Branding/marketing based on new marketing proposal</p> <p>Grants team</p>	<p>Waterfront development strategic plan</p> <p>Complete action plan for waterfront development</p> <p>Waterfront Dr. development-G to J completion</p> <p>Adopt zoning code, LCP, and housing element</p> <p>Parking management plan</p> <p>Adopt strategic plan for manufacturing jobs</p> <p>Develop marketing for opportunity zones</p> <p>Increase in housing stock, both market-rate + affordable (include pre-permitting of sites and designs)</p>	<p>Elk River watershed enhancement projects (SLR-sustainability-infrastructure)</p> <p>Zero waste action plan</p> <p>Climate action plan with flight of sustainability initiatives and timeline</p> <p>Climate change sustainability</p>	<p>Student Loan repayment benefit in place for employees</p>

